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Transforming MSMEs Towards Sustainable Growth: A Study of Economic Empowerment

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Abstract

Empowering the regional economy as an economic foundation through the development of Micro, Small and Medium Enterprises (MSMEs) play a strategic role in promoting inclusive and sustainable economic growth at the regional level. This research aims to examine the success of MSMEs in Pasar Badung and analyze MSME development strategies to enhance local economic empowerment. The study employs a descriptive approach to analyze workforce trends in MSMEs during the 2020-2023 period, with data collection through in-depth interviews with MSME actors and relevant stakeholders. The findings reveal that MSMEs in Pasar Badung face various challenges in their development, including resource limitations, restricted market access, and resistance to change. Nevertheless, through strengthening human resource capacity and implementing appropriate marketing strategies, MSME actors can overcome these challenges and achieve sustainable growth. This research contributes to understanding the significance of MSMEs in strengthening local economies and regional development. The study also emphasizes the urgency of empowerment policies and programs that can drive MSME growth and improve community welfare.

Keywords

MSMEs, Community Workforce, Regional Economic, Economic Empowerment

1. Introduction

MSMEs are businesses that have resources and turnover of roughly IDR 500 million per year. Most MSMEs are run by people or family units, frequently working from their homes (Ali, 2021; Muryanto, 2022). MSMEs moreover play a critical part within the Indonesian economy by quickening the circulation of cash and contributing to work creation (Shah, 2022; Achmad, 2023). With advances in innovation, increasingly MSMEs are expanding their perceivability through websites and social media so that their items are progressively open. The criteria for MSMEs that can be considered smaller scale commerce lesson SMEs are businesses that have a yearly turnover of 300 million to 500 million rupiah, which incorporate motorbike repair companies, photocopying companies, minimarkets, painstaking work, and different prepared nourishment items, counting companies catering possessed by people or companies (Firdiansyah et al., 2021; Kurniadi et al., 2024).

The progressively fast improvement of MSMEs shows that their part within the territorial economy is progressively noteworthy. Concurring to Muryanto (2022), MSMEs not as it were quickening the circulation of cash and make occupations, but moreover engage neighborhood communities through advancement and the utilize of innovation. Inquire about by Viddy & Herlina (2023), states that MSMEs can too be pioneers in empowering nearby financial development and enabling community specialists, particularly housewives, as happened with MSMEs in Pasar Badung, which are MSMEs that in 2020 are upheld by Bank Rakyat Indonesia (BRI). MSMEs in Pasar Badung are extraordinary in penetrating the export market, especially MSMEs operating in the fashion sector, such as the business run by Husaeni & Dewi (2019) who started joining TM Pasar Badung in 2010, initially choosing to resign from her company to focus on modern fashion, namely selling brocade. generally used for formal events such as weddings, in the Ladies Market zone. Husaeni & Dewi (2019) revealed that initially she only had 1 kiosk, currently she has four boutiques and plans to add another boutique soon. With employees reaching more than 50 people, and serving an average of 100 visitors per day.

Known as the Batik Center of the Archipelago, Pasar Badung is a gathering place for batik craftsmen and traders from all over the archipelago, such as from Jogjakarta, Solo, Pekalongan, Cirebon, Madura, West Java and even Papua. Apart from that, Pasar Badung is also famous as a gathering place for various communities. Nationally, the number of Indonesian MSME industry players is among the largest among other countries, especially since 2014 the number of MSME players in Indonesia has continued to grow. So far, MSMEs have contributed 58.92% of GDP and 97.30% of labor absorption.

A few considers such as those conducted by Subiyakto et al. (2023) emphasize the MSME residential sector of the food business based on mental property to empower the creative economy. This question focuses more on the idea of empowering the local workers at a massive scale. Examined by Abdillah et al. (2024) during the harsh period focused primarily on the financial support of the Kayulaut town community through the MSME community of the characteristic Bika Bakar Kayulaut cake community using a culinary form approach. Taking after, Fatine (2022) In Lubuk Buaya, Padang City, Ladu Arai Pinang MSMEs focuses more on involving urban people in the financial sector. Handayani (2024) looks at e-commerce fortifying among MSME players in Indonesia, though (Susanto et al., 2023) emphasizes locks in MSMEs in Makassar's urban financial development. Therefore, this question virtually adds to the data point by analyzing MSMEs' dedication to enlisting the support of the neighborhood workforce to increase nearby financial flexibility. The gap in this research focuses more on how MSMEs may complete a motivational drive for local economic development by retaining workers in specific localities.

With an emphasis on empowering the local workers, the primary goal of this investigation is to identify and evaluate the role that MSMEs play in fostering adjacent fiscal independence. This study illustrates how MSMEs may provide a driving force for local economic development by retaining workers in specific localities. The unique feature of this study, which brings in community professionals, can show how important MSMEs are to fostering neighborhood financial independence while also emphasizing the need for more visible support for MSMEs to boost their positive influence on neighborhood budgetary advancement.

2. Methods

With a focus on work creation, family income, and dedication to territorial household things, this inquiry into employments uses an expressive technique with a subjective, straightforward approach that may deeply examine MSME activities and indicators of workforce strengthening and the local economy. One of the booth owners in Pasar Badung with a few locations in the fashion industry, owns the MSME that is the subject of the investigation. A survey will be used in this research plan to collect data on the characteristics of MSMEs in the research zone (Moleong, 2017), their financial commitment, the workforce building initiatives they have implemented, and the obstacles and issues they face.

In this investigate, the data collection method utilized may be an overview or survey (Roulston & Halpin, 2022). With a focus on work creation, family income, and dedication to territorial household things, this inquiry into employments uses an expressive technique with a subjective, straightforward approach that may deeply examine MSME activities and indicators of workforce strengthening and the local economy. One of the booth owners in Pasar Badung with a few locations in the fashion industry, owns the MSME that is the subject of the investigation. A survey will be used in this research plan to collect data on the characteristics of MSMEs in the research zone, their financial commitment, the workforce building initiatives they have implemented, and the obstacles and issues they face (Segarwati, 2022). Topic-based categorization of the interview data was followed by confirmation using readily available record data and numerical data. After that, a partial check is conducted on the most reliable people, particularly those who provide information about the development and progress of MSMEs. Encouragement analysis is then conducted as a guide for making inferences.

3. Results

Husaeni & Dewi (2019), a woman who is usually called Noni, started out as an employee of a private company in Bali, then Noni switched to trying the fashion business in Pasar Badung. Noni uses her name to introduce her kiosk, namely Noni Boutique. One of the kiosks is located on Floor D of TM Pasar Badung. Noni revealed that initially she only had one kiosk unit, currently she has four boutiques and plans to add another boutique soon. With 15 employees, he serves an average of 100 visitors per day. He revealed that most of the visitors who came were aged 25 to 40 years. Meanwhile, the prices offered range from 200 to 750 thousand, providing up to 12 colors and shapes. Several advantages of TM Pasar Badung compared to other shopping centers make it a special attraction for business people and visitors. Noni revealed several advantages, including an easy rental mechanism with a flexible payment system for up to 5 years.

Noni's customers do not only come from the Bali area and surrounding areas, but also from Makassar, Kendari, Medan, Pekanbaru, Lampung, even from Malaysia, India and Saudi Arabia. When asked about her tips for success, Noni admitted to praying, being diligent, having enthusiasm, and what is no less important is taking advantage of the opportunities that lie ahead and being the best.

In this narrative, Noni's efforts to establish MSMEs are really inspiring. Noni was able to overcome several obstacles in her journey by adhering to the principles of perseverance, creativity, and supplication. She can't really adapt to changes and transform her trade center from being a fair worker to being a mold dealer by improving her products. Apart from that, Noni has been successful in expanding her business advertising, not just to the local market by including a few other boutiques, but also to global markets like Asia. Despite harsh experiences like extortion by long-standing customers, Noni is devoted to producing high-quality products and is selective about its partners. Working together with business partners, especially in Bali, is another of his successful strategies for developing his MSMEs. The entirety of Noni's tale provides a framework for understanding that, despite the obstacles they face, MSMEs may achieve success through perseverance and hard effort. But at first, Noni Boutique was merely a family-run company founded by a regular worker. Noni then extended an invitation to her neighbors to work with her. Therefore, a wide range of products may be made from different textile materials, beginning with dresses, brocade clothing, and other fashion items with different styles. The materials utilized became more widely used as the industry started to grow. Originally utilizing just brocade, it has since broadened to include a variety of different textile materials in response to customer and market demand.

Table 1. Labor Development

Labor	2019	2020	2021	2022	2023
Full Time	22	17	10	33	45
Contract	17	10	10	24	17
Part time	10	13	19	22	25
Amount	49	40	39	79	87

From 2019 to 2020, there was a terrible increase in the number of masters in MSMEs in Bali, according to data. The number of permanent employees decreased by 22.7%, from 22 to 17, while the number of contract professionals decreased more significantly, by 41.2%, from 17 to 10. The number of part-time workers increased by 30%, namely from 10 to 13. By and large, there were 40 masters in Bali MSMEs, a decrease of 18.4% from 49. This decrease reflects possible budgetary issues or changes in strategy that affect MSMEs' ability to hire experts during the Covid-19 pandemic in 2019–2021, as well as a possible shift in HR organization strategies toward a more flexible model.

The COVID-19 pandemic has had a significant impact on the decline in MSME deal turnover. Among the main factors contributing to the decline in turnover are a lack of flexibility, the closing of commercial spaces, and shifts in consumer behavior that tend to discourage investment. Apart from that, disturbing factors in the supply chain and beyond also had a part in the turnover rot. MSMEs that rely on physical retail or facilitate deals are most impacted, and those that are unable to transition to online exchange models also face difficulties in getting their name out there. To battle dropping turnover and reestablish exchange development, this circumstance enables MSMEs to adapt cutting-edge ways, improve online proximity, and fortify cooperation with accessories and clients. From 2021 to 2023, there was a fundamental rise in the number of professionals working for MSMEs that following the widespread COVID-19 pandemic, into the workplace with the following employment status.

Table 2 Employment Management

Labor Status	Local Community Workers			Field of Work
	Production House	Employee Home	Amount	
Full Time	30	15	45	Production, Quality Control, Marketing
Contract	13	4	17	Finishing and packing
Part Time	25	0	25	Raw material processing

The majority, specifically 30 of the 87 workers of Noni Boutique MSMEs have permanent worker status. Of them, 30 work in the Generation House and 15 in the Specialist House, which is fundamentally within the period, quality control, and advancement ranges. Apart from that, there are four additional employees at the Agent House, namely in the wrapping up and squeezing ranges, and 13 contract workers at the Era House. There are 25 part-time employees at the Era House during this harsh period, particularly in planning raw resources. In modern times, using workers to work from home (WFH), has shown to be successful from a variety of angles. According to Abduh & Fansury (2023), WFH gives experts more flexibility in their working hours, enabling them to plan their schedules in accordance with their personal and professional requirements. In addition to reducing travel time and expenses, this might also save operating costs for the workers at Noni's Boutique. According to Nurjaman (2022), implementing WFH can improve workers' quality of life by enabling them to work from a comfortable setting and in accordance with personal preferences. This contrasts with the efficiency and seamless functioning of the handicraft age.

This rise in the number of professionals might be seen as a post-pandemic economic rebound, in which Noni Boutique MSMEs are essential to expanding commerce and related financial growth. The expansion in the workforce is linked to the vital growth in Noni Boutique MSMEs' operations, indicating the confidence and optimistic outlook of MSMEs in starting their companies in the wake of the pandemic. This will be conveyed as follows.

Table 3 Development of Turnover and Marketing areas

MSME Performance	Year		
	2010 – 2014	2015 – 2019	2020 – 2024
Turnover	75.075.000	497.736.000	1.065.312.000
Marketing Area	Indonesia Malaysia	Indonesia Malaysia	Indonesia Asia

Since their establishment in 2010, MSMEs have made significant contributions to the expansion of exhibiting areas and the increase in sales. The chief has been complying with demands to be relocated abroad since 2010. The meeting's outcome also made it clear that "We have had a British visitor who resides in Bali since the beginning of 2010." In addition to purchasing our products on a regular basis, he handles all shipping requirements. This triumph is inextricably linked to the progress of the item. Aside from that, the large number of distant customers who visit the store also helps it market its products abroad, which increases the number of people who arrive. However, as time passed, they discovered new preferences and produced several additional products. The owners and managers of the employees are a prime example of how local MSMEs have used hard work, dedication, and development to successfully introduce Noni Boutique products to the global market.

Inside the setting of HR organization communicated that advancing the execution of MSMEs is the result of making strides enrollment methods and growing wander in agent progression to stand up to the recovery in grandstand ask. Consequently, changes in workforce numbers such as those happening in Bali not because it was reflecting a response to changes in monetary conditions and headings,

but in addition reflect the imperative portion of HR organization in supporting exchange alteration and advancement in times full of helplessness. Isolated from that, the development of MSMEs in Pasar Badung, such as Noni Boutique, cannot be disconnected from the affiliation of the Bali City Cooperatives and MSMEs Advantage as well as the portion of Bank Rakyat Indonesia (BRI) in giving planning and mentoring which is a basic calculate. in making MSMEs inside the locale. The Bali Cooperatives and MSMEs Advantage envelops an imperative portion in giving diverse supporting organizations for MSMEs, starting from commerce enrollment, coaching, to grandstand advancement. Ask almost by Viddy & Herlina (2023), states that the nearness of the Government and keeping cash acts as a facilitator that interfacing MSMEs with resources and openings that can move forward the quality and competitiveness of littler scale, small and medium undertakings. Isolated from that, Bank Rakyat Indonesia (BRI) as well has an imperative portion in giving planning and aid MSMEs. Through programs such as the BRI MSME School and BRI Mentoring, this bank gives get to commerce performing artists to get the information and aptitudes required to oversee and create their businesses (Wijaya, 2021). Separated from that, BRI moreover gives budgetary help and managing an account arrangement that suit wants of MSMEs, such as trade credits and computerized keeping money administrations (Tahawali et al., 2023).

Apart from that, Noni Boutique MSMEs' efforts to support local communities are a crucial component in starting profitable enterprises. Furthermore, it was stated in Rachmawati & Yasin et al. (2022) that MSMEs not only function as local economic engines but also as agents of social change that may improve the well-being of the surrounding community. Offering jobs and nearby business opportunities is one of the main ways MSMEs keep communities engaged. Explore (Husaeni & Dewi, 2019), explains that by trying to choose workers from the surrounding area, MSMEs not only provide job opportunities but also contribute to the development of skills and professional networks in nearby areas. Noni Boutique MSMEs have also incorporated the community into the supply or generating chain and provided opportunities for the community to participate in the handling or supply of raw materials. This is not just because it advances quality and exchange supportability, but also because it increases community incorporation. Apart from that, we also provide training or assistance to the surrounding community in several areas including skills development, business administration, and more through the Agreeable Benefit and BRI Pasar Badungin collaboration with the government

Table 4 Development of Turnover and Marketing areas

Empowerment	MSME efforts
Training	Alongside the government and BRI, they are active in planning programs for the people in their communities that focus on administrative and specialized employment skills, counting generation, and demonstrating administration.
Providing Job Opportunities	Hire locals as employees or part-time experts; the majority are families at low pay.
Microeconomic Empowerment	Offering monetary assistance to experts who must start their claim tiny business. usually carried out via a scheme for commerce capital loans.
Participation in Community Development Programs	Effectively engage in community development initiatives aimed at enhancing local communities' quality of life
Providing Social Support and Welfare	Giving experts and their families social support in the form of welfare, including crisis assistance, representational welfare programs, and wellness safeguards.

To achieve compelling MSME trade progress, efforts to empower local communities are the most important column. MSMEs have an active role in advancing the welfare of their communities, not just because they operate as trade materials but also because they are masters of social change. Providing the nearby community with trade and planning opportunities is one of the actions done. Apart from that, Noni Boutique MSMEs also helped the community by providing opportunities for them to be involved in the production of goods or the provision of raw materials as part of the supply or era chain. According to the research study by Wibowo, (2023), this strengthens the bond between MSMEs and their communities rather than increasing community inclusion. Anwar et al. (2023) explained that by working to strengthen local communities' ability, MSMEs not only have a good financial impact but also provide the groundwork for achievable and all-encompassing exchange progress.

It is impossible to divorce Noni Boutique MSMEs' continued growth from their use of innovation and development in their business operations. These MSMEs have benefited from unique, state-of-the-art innovations that have increased their capacity and efficacy. The use of data advancement in the modern age and showing organization is one of them. With the use of computerized systems for commerce and human resources as well as HR and displaying organization software, MSMEs may better monitor inventory, optimize time shapes, and screen item quality. Apart from that, Noni Boutique MSMEs also use social media and digital platforms to expand their marketing reach and improve the perception of their brand. MSMEs may contact prospective clients in completely new locations, even abroad, by using websites, online stores, and social media profiles. Aside from that, the focus of Noni Boutique MSMEs is item creation. To better comprehend show designs and customer demands, several MSME chiefs are still testing and creating innovative products that are more unique and high-quality. Aside from this triumph, the development of MSMEs also had to do with the financial support of local communities, like Noni Boutique, particularly in relation to the need for capital, commerce regulations, and competition or establishment problems.

Within the setting of the community around Pasar Badung, resistance to alter is additionally a deterrent that should be overcome, particularly considering that the lion's share of the populace is classified as having a middle-average level of welfare. In this manner, to overcome these impediments requires an approach that's touchy to the nearby setting, includes dynamic community interest, and fortifies understanding of the benefits of alter and minimizes the related dangers.

Moreover, in confronting these challenges, the capacity of Noni Boutique MSMEs to manage human assets is exceptionally critical. Concurring to Anwar et al. (2023), MSMEs must be have gifted and qualified representatives, as well as have viable administration in utilizing available human assets. Separated from that, showcasing is additionally an imperative angle in overcoming advertise get to obstructions. Nurjaman (2022) investigate clarifies that MSMEs got to have a viable showcasing procedure to extend advertise reach, increment brand perceivability, and draw in customer intrigued. This, concurring to Suyanto (2007), includes the utilize of computerized showcasing procedures, expanding online nearness, and collaboration with commerce accomplices or bigger showcasing teach. With solid capabilities in overseeing human assets and successful promoting procedures, Noni Boutique MSMEs can overcome the improvement impediments they face and accomplish maintainable development within the confront of challenging financial conditions.

In case we allude to the HR organization approach, concurring to Suprapti & Suparmi (2022) In MSMEs, human resources are both essential competitive resources and productive assets. MSMEs can understand an HR organizational strategy that emphasizes agent motivation, planning, and fitness advancement in

this context (Husaeni & Dewi, 2019). By assembling a skilled and competent group, Noni Boutique MSMEs have been able to advance operational viability, product advancement, and advantage quality, enabling them to get past challenges brought on by a lack of resources. By using advanced advancing strategies, strong branding, cooperation with exchange accessories, and government support, Noni Boutique MSMEs have been able to adapt to the exhibit well, identify buyer needs, and make appropriate advancing strategies. and maintaining financial education, such as BRI, which may boost their competitiveness and expand their show reach. Endeavors to combine a fruitful human resource organization approach with fitting exhibiting strategies, compelling MSMEs have a better chance of overcoming progression obstructions and finishing temperate advancement and being able to lock in the micro-economy of adjacent communities.

Based on the results of this discussion, it can be concluded that there are unique barriers to MSMEs, particularly those pertaining to financial support of nearby communities, joining collective resources, the need for community skills and data, and opposition to change. Each MSME should have strong human resources (HR) management skills and sensible display methods to overcome these obstacles. MSMEs may overcome these challenges and complete feasible advancement by using an HR organization method that focuses on developing agent skills and motivation, as well as advancing techniques that use advanced development and cooperation with exchange accessories. A key player in enabling the growth of MSMEs is the government and financial institutions like Bank Rakyat Indonesia (BRI). For any MSME, like Noni Boutique MSME, to effectively confront obstacles and seize opportunities to appropriately support the local community's small-scale economy.

4. Conclusion

In conclusion, by focusing on the case study of Noni Boutique MSMEs, this study highlights the intricate difficulties that smaller, Little and Medium-Sized Enterprises (MSMEs) have in enabling local financial strengthening. MSMEs have been significantly impacted by the COVID-19 pandemic, which has resulted in a notable decline in employee turnover and workforce disparities. Regardless, effective human resource (HR) management and effective marketing strategies enable MSMEs to overcome most obstacles, especially during periods of administrative and financial progress. The growing importance of MSMEs in the neighborhood's post-pandemic financial recovery suggests that they have enormous potential to create jobs and accelerate regional financial growth. MSMEs have far better opportunities for economic growth thanks to expanded support and strong cooperation between governmental, non-governmental, and commercial entities. This has a positive impact on local communities and the overall economy. To support MSMEs in their operations, it is recommended that the government go further by setting up essential offices, gaining access to trade financing, and developing skills. Aside from that, Noni Boutique must increase the promotion and development of MSME products both domestically and internationally. Most importantly, it is extremely important to foster cooperation between MSMEs, government agencies, non-governmental organizations, and the private sector to support the development of the local workforce and increase the autonomy of the local economy overall.

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